EXERCISE PLANNING, DEVELOPMENT AND EVALUATION

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OBJECTIVES

- Review Overall Purposes of Exercises

- Identify and Define Types of Exercises

- Exercise Planning, Development and Evaluation Processes

- Discuss After Action Events and Documentation

  - Corrective Action Plan

EXERCISE PURPOSES

Well designed and executed exercises are an effective means to:
• Test policies, plans, procedures
• Train personnel in roles and responsibilities
• Improve interagency coordination and communications
• Identify gaps in resources
• Improve individual performance
• Identify strengths and opportunities for enhancement

EXERCISE PURPOSES

To maximize effectiveness, exercises should, depending on scope:

- Be realistic, compatible with hazard analysis

- Be multi-disciplinary:

    - Varied resources and expertise

- Provide a process for continuous improvement

EXERCISE TYPES

SEMINARS:

- Orient participants to strategies, plans, policies, procedures, protocols, resources

- Needed for new plan development, major institutional changes

- Delivery:

  - Lectures, presentations, panel discussion

  - Informal

  - Effective with small and large groups

EXERCISE TYPES

WORKSHOPS:

- Focus on development of a particular product by the participants

- Organized in functional groups aided by Facilitators

- Good for determining program objectives, developing scenarios, MSELs, determining objectives and evaluation standards

EXERCISE TYPES

TABLE-TOPS (TTX):

- Informal setting to discuss hypothetical situation(s)

- Effective walk-through for plans, policies, procedures

- Allows discussion of issues in depth, slow-paced problem-solving

- Cost effective versus FE, FSE

EXERCISE TYPES

GAME(S):

- A simulation of operations that involves several teams

- Uses data, rules, environment, procedures designed to depict actual situation

- Requires task performance associated with scenario – decision based results affect next event:

  - Changing variables, parameters

- Effective for evaluating consequences of decisions

- Collaborative environment to reflect realistic occurrences

EXERCISE TYPES

DRILL(S):

- Coordinated, supervised activity

- Tests specific operations or functions

- Effective for training on new equipment, procedures and to maintain skills through:

  - Narrow focus

  - Instant feedback

  - Realistic environment

  - Performance in isolation

EXERCISE TYPES

FUNCTIONAL EXERCISES (FE):

- Tests and evaluates individual capabilities, multiple functions and team performance

- Focused on exercising plans, policies, personnel and procedures on direction and control, response, recovery

- Involves detailed scenario with injects/updates that drive decisions and activity

- Personnel movement and equipment manipulation is simulated

EXERCISE TYPES

FUNCTIONAL EXERCISES (FE):

- Objective is to demonstrate capability under crisis conditions

- Presents complex problems requiring rapid, effective response by trained personnel in a stressful environment

- Allows for:

  - Evaluation of staff, facilities, plans, procedures

  - Measuring adequacy of resources

  - Examining external relationships

EXERCISE TYPES

FULL-SCALE EXERCISES (FSE):

- Response elements mobilize and deploy

- Tests major elements of plans, organization to demonstrate coordination and response capability

- EOCs and field command posts are activated

- The FSE is the largest, costliest, and most complex exercise type

- May involve participation at the state, local, regional, and federal levels

- Primarily driven by player actions and decisions

EXERCISE TYPES

FULL-SCALE EXERCISES (FSE, aka FTX):

- Assesses organizational and individual performance
- Demonstrates interagency cooperation
- Allocates resources and personnel
- Assesses equipment capabilities
- Activates personnel and equipment
- Assesses inter-jurisdictional cooperation
- Exercises public information systems
- Tests communication systems and procedures
- Analyzes Memoranda of Understanding (MOUs), Standard Operating Procedures (SOPs), plans, policies, and procedures
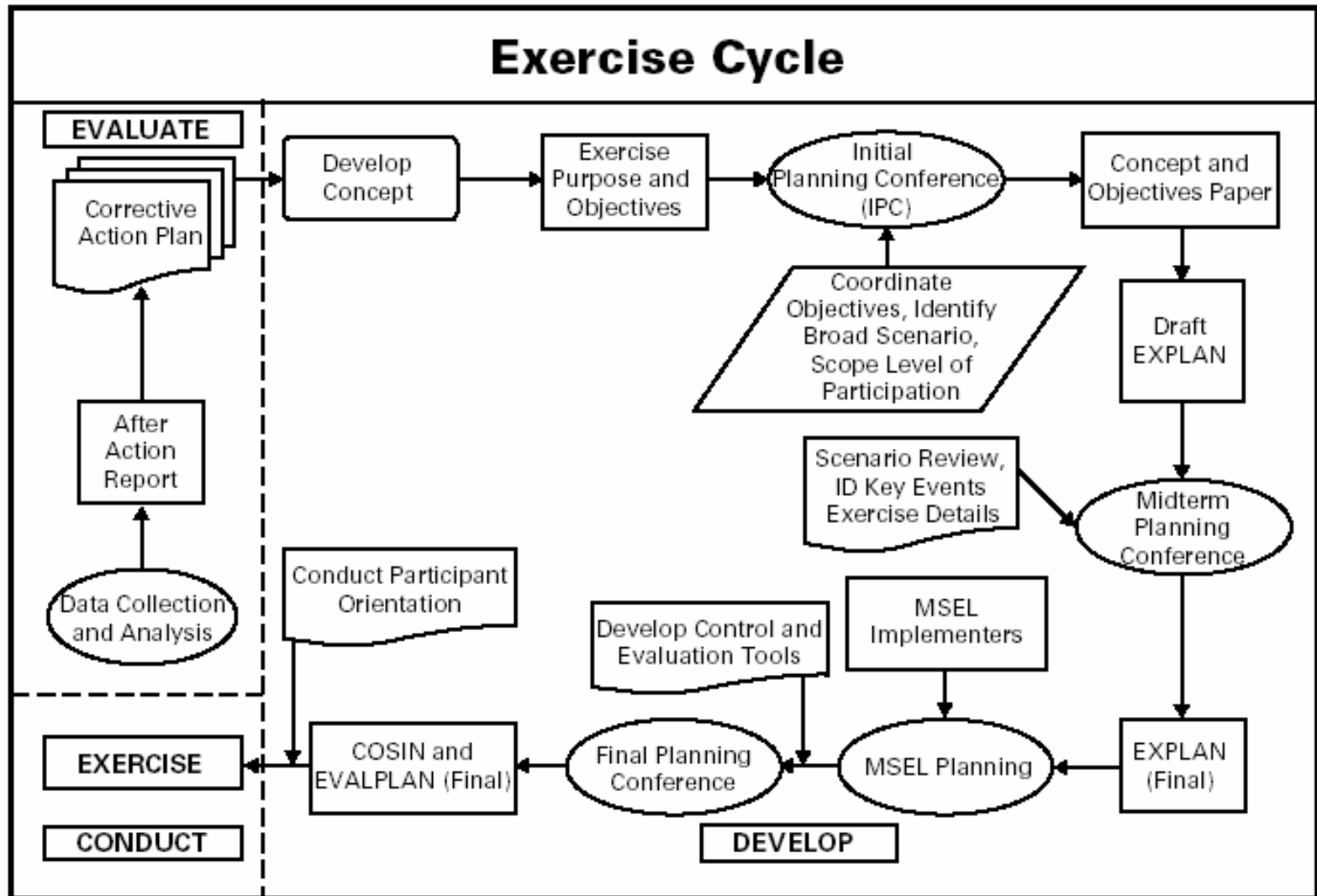
EXERCISE PROGRAM MODEL

Performance Evaluation Model for Exercises

Goal: Prepare federal, state, and local agencies to respond to a terrorist attack
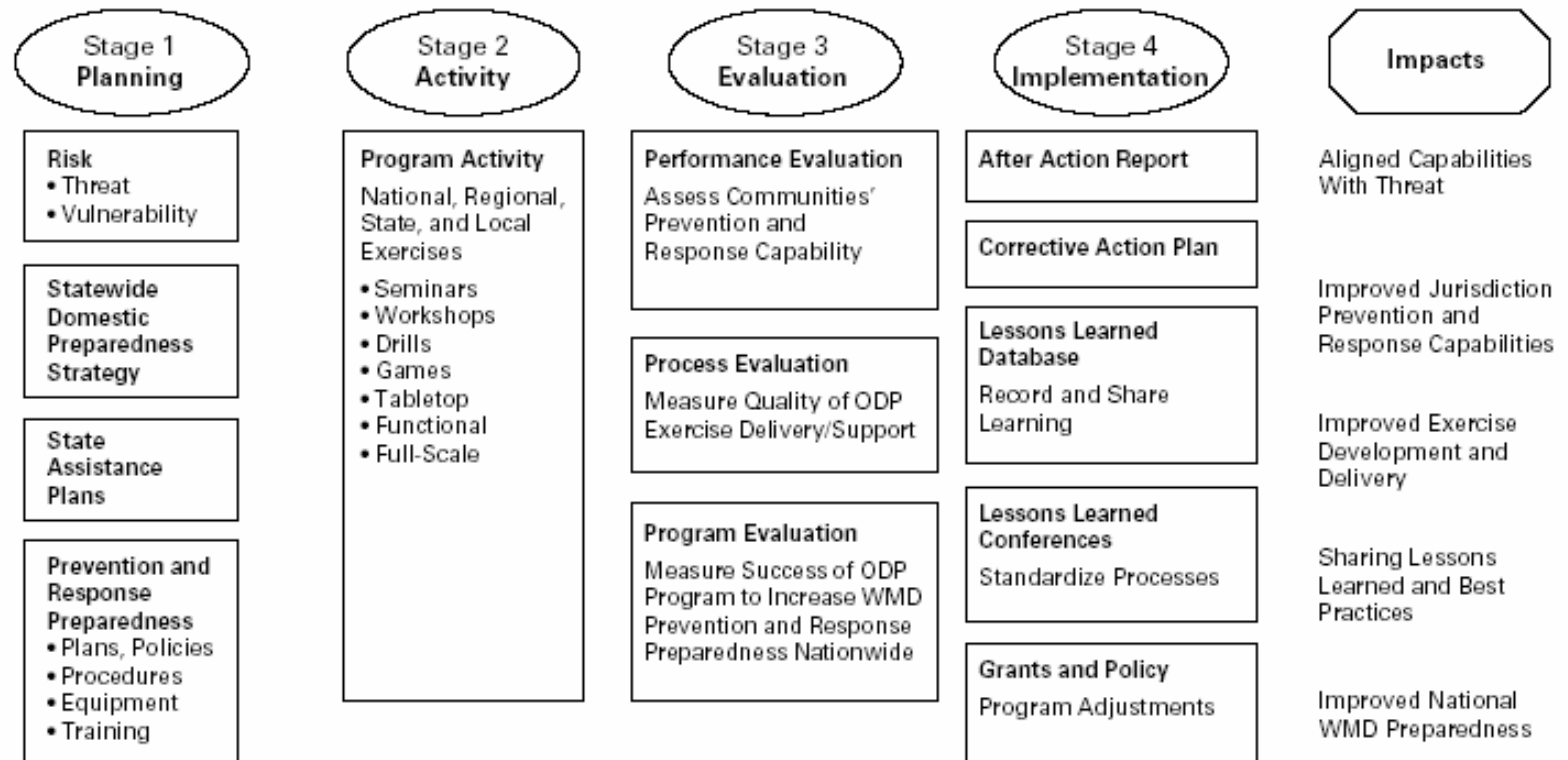
EXERCISE PLANNING CYCLE

EXERCISE PLANNING ELEMENTS

Exercise Planning (or Design) Team:

- Design and development for:

    - Narrative, scope, objectives, extent-of-play, scenario, sequence of events, messages, evaluation criteria, overall Exercise Plan

- Creates, distributes materials

- Coordinates training, logistics, administrative needs to conduct exercise

- Multi-discipline, multi-jurisdictional members per scope

EXERCISE PLANNING ELEMENTS

Exercise Objectives:

- Foundation of design and development
- Define specific goals, provide a framework for the development of the scenario
- Guide development of organizational objectives
- Provide evaluation criteria for the exercise
- Limited by time, scenario, institutional goals, cost
- SMART System of Objective development…

EXERCISE PLANNING ELEMENTS

SMART System

Simple	A good objective is simply and clearly phrased. It is brief and easy to understand.
Measurable	The objective sets the level of performance, so that results are observable and you can tell when an objective has been reached.
Achievable	The objective should not be too tough to achieve. It should be reasonable in its commitment of resources.
Realistic	Even though an objective might be achievable, it might not be realistic for the exercise.
Task Oriented	The objective focuses on a behavior or a procedure. With respect to exercise design, each objective should focus on an individual emergency function.

Source: FEMA Exercise Design Course Student Manual

EXERCISE PLANNING ELEMENTS

Initial Planning Conference:

- Refine draft exercise objectives and scenario

- Identify exercise assumptions

- Confirm exercise dates

- Coordinate levels of participation (extent of play)

- Conceptual Narrative (purpose, duration, assumptions, etc.)

- Prepare a draft EXPLAN

EXERCISE PLANNING ELEMENTS

Exercise Plan:

- Identifies the scope and concept of play for participants

- Provides key exercise assumptions, artificialities, and simulations

- Documents scenario narrative, provides exercise objectives and associated observation elements

- Explains procedural aspects of play

- Describes roles of controllers, simulators, evaluators, and observers

- Establishes administrative and support requirements

EXERCISE PLANNING ELEMENTS

Exercise Manual:

- Supplements or replaces EXPLAN

- Provides players the basic information needed to participate in exercise

- Includes:

  - Exercise overview, narrative, assumptions, artificialities, and simulations, procedures, Information systems, Safety, security, administrative and logistics support, glossary, etc.

EXERCISE PLANNING ELEMENTS

Mid-Term Planning Conference

- An in-progress review of planning actions

- Course corrections to ensure objectives are attained

Extent of Play Agreement

- Used in mandated exercises where statute, law, or directive mandates the frequency, conduct and evaluation

- Agreement between evaluators and participants pre-approving deviations

EXERCISE PLANNING ELEMENTS

Master Scenario Events List (MSEL)

- Chronological list of scenario events and injects

- Synopsis of key events and expected responses

- Generates activity in specific functional areas to drive demonstration of objectives

EXERCISE PLANNING ELEMENTS

Final Planning Conference

- Final opportunity to resolve issues

- Approve, finalize EXPLAN, Manual, etc.

Control Staff Instructions (COSIN)

Evaluation Plan (EVALPLAN)

GAME DAY!

After-Exercise Events and Documentation

EXERCISE PLANNING ELEMENTS

Typical Exercise Products

Exercise Deliverable	Seminar	Workshop	Tabletop Exercise	Games	Drills	Functional Exercise	Full-Scale Exercise
Scenario Technical Description					●	●	●
Seminar Leaders Guide	●	●					
Player Handbook	●	●	●				
Results Summary	●						
Recorder Forms				●			
Exercise Plan						●	●
Control Staff Instructions						●	●
Master Scenario Events List						●	●
Communications Directory				●		●	●
C/E Briefing						●	●
Evaluation Plan						●	●
C/E Packets						●	●
Role Player/Actor/Victim Brief						●	●
FSE Liability Waiver					●	●	●
Player Briefing				●	●	●	●
Procedural Flow				●	●	●	●
Synchronization Matrix					●	●	●
C/E Safety Identifying Garments					●		●
Exercise Participants Badges	●	●	●	●	●	●	●
Hot Wash/After-Action Review Briefing				●	●	●	●
Summary Report	●	●			●		
After Action Report			●	●	●	●	●
Corrective Action Plan			●	●	●	●	●

EXERCISE EVALUATION

For TTX:

- Process usually takes the form of participant feedback

- AAR is generally not produced

- The exercise is the evaluation

- Information collected during exercise, hotwash

- Results provided in AAR (Summary Report)

EXERCISE EVALUATION

Evaluation methodology for operational exercises (drills, functional and full-scale):

• Analyzes:

- Individual-level performance

- Team/discipline/department-level performance

- Community/mission-level

EXERCISE EVALUATION

Evaluation results yield change management in the implementation phase:

- AAR documents improvements, captures findings of participants, observers, evaluators

- Corrective Action Plan developed to address AAR: actions, due dates, responsibility

- Lessons learned: sharing of best practices